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Moderator: Angelique Matheny
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Operator: Good morning, my name is (Christy) and I would like to welcome everyone to the conference call. I would now like to turn the call over to Ms. Matheny, please go ahead.

Angelique Matheny: Hello everyone and welcome to the Rationale Teleconference, Quality in Action What Does Quality Look Like in Your Environment. I'm Angelique Matheny with IBM Rationale.

Joining us today is (Brian) Bryson IBM Rationale Technology Evangelist and (Matt) Holitza IBM Rationale Marketing Engineer.

The management of quality and testing varies greatly in different organizations. Where does quality begin and end? Who is responsible for quality? In today's session (Brian) and (Matt) will discuss the best practices on your strategic quality management plan focusing on requirements, functionality, validation services and performance and defect tracking to ensure a closed looped quality action plan.

Now you won't find any slides for this teleconference, these calls are really for you. We'll open up the lines and you'll get a chance to ask (Brian) and (Matt) your questions at any time, so don't be shy. We won't this to be interactive and this is your chance to get your questions answered. Please star 1 when you're ready and the operator will open up your line.

And we also have questions submitted through AskUsNow@US.IBM.com. You can use this after the teleconference as well, just put the teleconference in the subject line, that's AskUSNowUS.IBM.com.

Well I think you've heard about enough from me so let's get started, (Brian) I'll turn it over to you.

(Brian) Bryson: Thank you (Angelique) and good morning or good afternoon depending on your time zone. Thanks for joining us today for the - for our quality in action teleconference. This is kind of a new event for us, and something that we're - we're playing a little bit ad hock this morning.

Essentially our purpose is we kind of just like to have a - an open discussion to get - to take a pulse really on - on your thoughts on software quality. So we've had - we've got a small group with us here today and we've had some questions actually come in before the conference that we're going to throw out and discuss around.

I think we'll probably you know, sit around here and chat for maybe 20 - 25 minutes or so, just about some general quality issues you know. To be completely you know, honest what we're really looking for is you know, here at IBM Rationale we offer a portfolio tool for software quality and you know one of our hidden agenda items - well it's not hidden if I disclose it. But, you know one of our hidden agenda items is to - is to try to understand if we're

hitting the mark and to find out if there is functionality or if there is needs out there that you're seeing or feeling that are not being addressed by the tools. There are things that we can do better or new technologies that we can introduce.

So, you know I hear, as you're sitting there and listening if you have some ideas or some needs that are not being covered by a current tool set that's just one of the reasons you know we're doing this call.

Now, we are you know are, we have a few bills to pay so before I actually throw it over to (Matt) who's has got some of the questions that came in earlier by the email. And you're free to submit those questions now as well to the access now, you know which is AskUSNow@US.IBM.com. And so if you wanted to send the questions by email now that can be done as well.

Before we do that wanted to make one little announcement, our call is sponsored by the IBM Rationale Quality Management Team. And they got some news, there is a new product being introduced later on this year that is just about to go Beta. In fact July 7th so as I look at my calendar we look like about a week or so - a week or two away.

And what's being introduced is IBM Rationale Quality Manager. So this is a new technology that's come out brand new from the group. It is a quality driven business portal - so for test management.

So, what it is essentially is a tool for managing your test cases well actually it goes back further than that for managing requirements through the test cases through execution through to reporting. It's a Web 20 based interface, so an all Web interface, built upon Rationale Jazz collaboration infrastructure so if

you're not familiar with Jazz it's the new foundation for all of the Rationale tools moving forward.

Essentially it is a platform that offers services to enable collaboration amongst the team. So, when you use - when you build upon Jazz you got a lot of functionality that links your tool in this case the quality manager through other tools that are also built on a platform. So we have tools for version control tools for requirements definition and more coming that are all built upon this common platform.

So we're not really you know, we used to have an offer an integrated tool set, now we really offer a platform upon which all our tools our built and really we have one tool now is one way to look at it. It's kind of the next stage of integration for us. And it really enables much more powerful - much more powerful collaboration structure for - for the entire software team.

So the Rationale Quality Manager Beta is going live now, you can pre register if you'd like at any time. As - part of the registration process for this (telecom) we're going to send you back an email to say thanks for - for joining and attending.

And in that email would be the URL to sign up for the open beta, you can also head over to our IBM.com/software/rationale pages and on the quality management pages you'll see links to the beta from there. Oh good old Google will find it for you as well.

So, just wanted to take two seconds to make that announcement that the brand new product a very exciting new product we just done some Webinars for it, so you can go in and you can watch the recordings of that and actually see the tool and you can get your hands on the tool in a couple of weeks.

And a encourage you to do so because it's our new direction in test management it's very powerfully looking very good. And it goes live towards the end of the year.

So, with that (Matt) maybe I'll throw it over to you, (Matt) Holitza and myself are Marketing Engineers with IBM Rationale, and it's kind of our jobs to be familiar with the technology and the customers. And we spend a lot of time playing with the tools and working out with the - working with the customers to address problems and making sure that are tools really address the needs of the marketplace and address your needs.

So maybe (Matt) I'll throw it over to you and we can look at some of the questions that came in early and maybe we can also open up the phone lines with the Star 1 to have people do questions live.

(Matt) Holitza: Yes thanks (Brian), yes I'm (Matt) Holitza and with - I'm a Marketing Engineer on the Rationale Quality Management Team. And we have a couple of questions that have come in and really you know, (Brian) and I can answer these questions and we talk about some of our experiences. But what we really want to do is hear from you all. So, you know hit star 1 and come on and join in with us.

So the first question I have is what is quality management and how is it different from test management? You want to try that one (Brian).

(Brian) Bryson: Yes now sure if anybody wants to join in a star 1 and the operator will put you live on the - on the line and get your ideals on quality and test. Maybe while people give that some thought, since I saw this question before I know is - I guess I had the advantage of - of giving it some thought before - the first thing

that hit me is you know we've throwing around this term Quality Management and I guess that's the first that hit me is you know, quality is definitely not testing. You know testing maybe one way to measure quality, but you know, more testing spending more time running regression test or unit test that - that doesn't really necessarily equal more - more quality.

So I - you know, that was kind of the first thing. You know quality management is a bit of funny term, we've been you know at first when the marketing guys started to use it, I just - you know in my head when somebody would say quality management I just heard another word for testing.

But you know, more and more as you know, given it more thought and we've evolved our thinking, I've actually really kind to start - started to like the term it means - to me it means everything you do to - to manage quality. Kind of the same way you manage a business. And so you have this - kind of this broad definition that includes testing, certainly testing is a part of quality, but it's broader than that.

It's something that's really pervasive throughout your entire - you know, development process you know. And whatever that process might be maybe you're agile maybe your - maybe your waterfall.

You know quality management to me is something that you know, starts at the beginning and for like - you know, for some people that'll be requirements, for some it'll be business process modeling - hell for some people it might just be coding you know, whatever it starts - quality management starts where your process starts.

And it follows you through development through testing, through operations you know all the way - all the way to the end. And you know again the end is

whatever the end happens to be in your cycle. Maybe you know for you once - once testing is complete that's you know, that's the end of the cycle and you know you just hand it back to development to start over or whatever.

Maybe that includes operations for you so it's whatever the end of your cycle is you know that's where quality management ends. So it's really something that's kind of pervasive throughout.

(Matt) Holitza: Yes and when my - some of my experiences is that is that you know, it's huge too.

(Brian) Bryson: Mm-hm.

(Matt) Holitza: Because it can be very overwhelming.

(Brian) Bryson: Yes.

(Matt) Holitza: You know you have to really be able to find a way to start at one place. So that might be testing.

(Brian) Bryson: Yes.

(Matt) Holitza: And then expand it out you know to better unit testing or you know, what I always recommend to people is that they start with the requirements and you know, have a very good process around managing your requirement and traceability. Because if you, you know, find the bug earlier you know, we - you know, is the old adage is that you know it cost you far less money.

(Brian) Bryson: All right.

(Matt) Holitza: A requirement it doesn't (unintelligible) in sale.

(Brian) Bryson: You know what's funny I totally agree we had our you now, people on the call may or may not be aware we our Rationale User Conference about - I don't know, two or three weeks ago in Orlando in June. Annual conference would bring together I don't know three or four thousand, I think 3500 people showed up this year and we have a whole bunch of sessions on testing and quality.

And in one of the Birds of a Feather Sessions one of the - it was obviously a new customer that had asked the question but they were like where do I start, because we were talking about the same topic of quality management. And talking about you know, how it is you know covers the entire life cycle it's not just testing.

And the guy was like well, where do I begin, you know how do I actually start, what's the most important tool you know, the most important phase for me to start with.

And you know we sort of let it go to the group you know this was - these Birds of a Feather Session's was just you know, group discussions. And the consent I mean I know it was different opinions but the general consensus was, if you're going to start anywhere, start with requirements.

And there was a couple of - there was a couple of points that came out that sort of resonated with me on that. It's one that's - it's relatively easy. You know in terms of technology and tooling, to implement requirements to management in particular our tool requisite pro is very simple, probably one of the easiest tools we have.

So it's - there is not technical hurdles there, whereas you contrast that with I don't know, some of our operations management tools where you know you installing stuff on all sorts of tiers (unintelligible) gets very tricky.

(Unintelligible).

(Matt) Holitza: (Unintelligible) right, in your safety net has to get bigger and bigger.

(Brian) Bryson: Exactly.

(Matt) Holitza: And finer, and finer.

(Brian) Bryson: Yes.

(Matt) Holitza: And if you do that then you're just going to spend endless about of time you know added new - adding new safety net pieces, or adding new you know.

(Brian) Bryson: You know, exactly right it's just - it's just it's too much to bite off at once. And you know, the other thing is you know, with requirements you know, you're starting at the beginning. So just like you were saying (Matt) you know, find the bug early you have a great cost savings because you can - can fix it early and it doesn't you know, infiltrate into your process and turn into something that you got to work around for you know, years and years of development.

(Matt) Holitza: It's like the old elementary school measured twice then cut.

(Brian) Bryson: Yes, yes, that's right, measure twice, cut once.

(Matt) Holitza: Yes.

(Brian) Bryson: Yes, exactly. And so that was the - you know, that was kind of the group con consensus you know that it was a bias room because you know, most of the people in this session were testers you know people actually doing testing.

But one of the things that you know, the other point that really came out there is that you know with requirements once - if you have proper requirements management that's a real help to anybody doing testing. If you got a tool or if you got a list you know, maybe you're using the tool, maybe you're using Excel or something.

But if you've got a list of what the system needs to do. Well if you have also a tester immediately you know through a tester filter says wow that's exactly what I need to test. And it you know, it really phases end time in terms of you know, building up their test plan and what not.

So yes, I mean requirements is probably the most - it's funny we don't even internally consider it a testing tool like it doesn't come out of our testing engineering group.

But as far as quality it's probably the most important aspect of getting quality management right.

(Matt) Holitza: Yes.

(Brian) Bryson: You know one other thought I had on that quality management and anybody on the line feel free to jump in at any point, press the star 1 and you can actually get into discussion with us.

Or, for the more shy people there is the email address Ask Us Now, which is AskUsNow@US.IBM.com.

The other thing that I was thinking about you know we talked about this quality management thing being throughout the lifecycle and it's you know, hits on all aspects from requirements through the development testing operations.

And all of that is true and good but it also implies you know, there is a lot of overhead with quality management you know. There is - you know, one of the ideas is of quality management is sharing of data and communication and collaboration. Kind of a continuous collaborative process sort of throughout the life cycle.

You know just most - just like we're talking about the requirements right?

(Matt) Holitza: Yes.

(Brian) Bryson: The requirements get you know shared between the requirements analyst and the developer and the tester. And everybody has access to that - but if the - if the requirements analyst have to spend half his day explaining those requirements or delivering them or posting them to a Website or make - you know, spending a lot of time communicating those requirements, it's - you know it really adds a lot of overhead and it takes time a way from you know, actually adding value to the system.

So you know if you're looking to implement quality management and you want the sort of continuous collaborative process, you really need as much automation as possible to eliminate that overhead. You know, get in there with - and try to - you know, anytime there is areas of communication or

collaboration try and automate those and you know simple ones are very common ones that most people have figured out by now is defect management.

You know have yourself a good defect tracking system so that everybody has access to it, everybody can see the status of defects and pass defects you know, between various roles on the team you know from development to get it fixed, a QA to make sure it was fixed, to operations you know to roll it out into whatever build it needs to go into.

(Matt) Holitza: And sometimes that is a place to start also because as environments where you know, stocks are really you know, a big problem.

(Brian) Bryson: Sure.

(Matt) Holitza: And they have - you know, they have ten different development teams that have ten different ways of tracking their issues or defects. And consolidating that you know, and that frankly was an auditor's dream to go in there and try to you know, spend you know, weeks and weeks trying to figure out what we did to our system and proving that we tested it and so forth.

And sometimes having a good defect tracking system in and of itself you know with, you know automating like you said some of the things like approval for was in signatures.

(Brian) Bryson: Sure.

(Matt) Holitza: eSignatures is just a huge savings for the company. They can give you the low hanging fruit.

(Brian) Bryson: Sure.

(Matt) Holitza: So you know, and that's kind of the - you know, the funny point about quality management is that you know at least - requirements is a you know, but it may be different for everybody.

(Brian) Bryson: (Unintelligible).

(Matt) Holitza: So, it's really about what's - what's going to help you simply the most.

(Brian) Bryson: Absolutely.

(Matt) Holitza: So....

(Brian) Bryson: Yes, it definitely is different and it's funny we I did a presentation just the other day with a bunch of - boy I wish I could bring it up now, with a bunch of statistics in it about you know how projects fail and I forget the exact numbers I'll see if I can actually bring it up on the slide here now but those numbers especially like 50 percent of projects don't meet expectations, and 34 - only 34 percent of projects actually come in on time and on budget. I've got the presentation here now let me see if I can pull out those...

(Matt) Holitza: While you're doing that and yes, and if everybody wants to join in please - please feel free to star 1 and we we'd love to talk you.

(Brian) Bryson: Here we go here is the number, so 34 percent of projects are (unintelligible) - only 34 percent of projects are successful and only 42% of users are satisfied with quality. And 50 percent of outsource projects are expected to under perform. Those are just some of the numbers that got thrown out there.

You know one of the - one of the audience members is like do we ever get these things right. He's kind of sort of joking/heckling.

So you know there is so many ways to screw up a project it almost is amazing that we actually - anyone actually ever delivers any software because there is so many ways to trip up.

(Matt) Holitza: Yes, it's like the damn you know, you put your finger in one hole and then another hole pops out and...

(Brian) Bryson: Yes.

(Matt) Holitza: So.

(Brian) Bryson: That's exactly it, so quality management essentially you know, it's going to be different for everybody maybe somebody has got a great handle on requirements, they've got that up front part done.

But you know, just like we're talking about defects right they've got no way to keep track of what gets done, or what gets fixed, or they've got no process management.

You know, or maybe they...

(Matt) Holitza: No control.

(Brian) Bryson: Yes...

(Matt) Holitza: (Unintelligible) control.

(Brian) Bryson: Huge one.

(Matt) Holitza: Another big one.

(Brian) Bryson: Right, absolutely.

(Matt) Holitza: And that's probably any - yes, and that's why it's you know, it can be kind of overwhelming because quality - quality management can be really almost anything.

You know you were saying earlier that requirement management is not really one of our official tools in our group.

(Brian) Bryson: Right.

(Matt) Holitza: But you know really when you go to look at it almost any tools fits in the quality management if you - if you frame it.

(Brian) Bryson: Yes.

(Matt) Holitza: In that way.

(Brian) Bryson: But, and it's funny you know when - you know, we were looking at when this question came in and you know it's sort of the different between quality and test. It also made me think you know, you don't really - quality to me is almost a byproduct of doing things right.

I mean it's - quality is kind of this you know, one guy I heard talking about it a conference said you know, judging quality is very much like judging figure

skating, you know. And it's a little bit of a stretch, but it stuck with me so maybe I'll bring it out to you now.

But there is - you know, there is a technical component to quality, you know quantifiable things that can get measured. So of like in figure skating you know there is the number of times you loop around and jump and just sort of things you can measure like that.

And that's sort of stuff in quality right, there is the number of defects, there is the number of requirements, the number of test cases the number of test cases that are passing and failing.

And so you kind of have those (qualifiable) - or quantifiable things, but there is also a whole bunch of qualitative things, you know that artistic story they have in - figuring skating what he was talking about. And that's definitely a an applications, that's definitely - you launch an application you start to use it you got a general overall feel.

(Matt) Holitza: Yes one of the questions that came in was how was that for quality measured and reported. And you know that kind of tier point you know, it always, you know, based on standards because if you - you know, I've been in places where they measure progress by - like test progress. For example by test cases.

Well, one test case could be you know, 100 steps and could take two days. And then one test case could take five minutes.

(Brian) Bryson: Yes.

(Matt) Holitza: And so then I'd been in places where you do steps, and you know, places where you know, one of the best ones that I've seen is you know by time, which is you know a bit more quantifiable...

(Brian) Bryson: Mm-hm.

(Matt) Holitza: ...but hard to keep up with. You know, for your, you know, to your point earlier about...

(Brian) Bryson: Hmm.

(Matt) Holitza: ...you know the human effort to keep up you know, updating and make sure that people are put in the exact time that it actually took.

(Brian) Bryson: Yes.

(Matt) Holitza: Get them automated in the system that helps.

Operator: Excuse me this is the operator, you have a - your first question comes from the line of Stacey Snyder with Corporate Express.

Man: Great.

Stacey Snyder: You guys there?

(Brian) Bryson: I can hear you.

Stacey Snyder: Stacey Snyder from Corporate Express, how you guys doing?

(Brian) Bryson: Good, I how you doing Stacey?

Stacey Snyder: Pretty good, I think you guys are hitting the nail on the head here. Ad you know I think one of the things about quality management that's so difficult is it spreads across so many different teams.

(Brian) Bryson: Yes I know.

Stacey Snyder: So it's really hard at times to get a handle on the overall quality when you've got you know, ten different teams that are responsible for getting a relief out. And I think one of the things that make quality management a little bit easier is traceability between all the different various pieces you know.

Traceability between your test cases and requirements, traceability between your test cases and defects and things along that line.

(Brian) Bryson: Sure, because that helps tie it all together right?

Stacey Snyder: Yes I liked your figure skating analogy that was pretty good.

(Brian) Bryson: I wish - I wish I could remember who it was; it was the star west conference that somebody made up.

Stacey Snyder: But it makes perfect sense it really does.

(Brian) Bryson: I should - I should probably go back and find out whose that was and do a proper reference to it.

Stacey Snyder: Give them credit for it.

(Matt) Holitza: So Stacey this is (Matt) I have a question for you.

Stacey Snyder: Sure.

(Matt) Holitza: Where do you think that the current quality and (test) management solutions out in the market today fall short?

Stacey Snyder: Where does it fall short, or boy that's a...

(Matt) Holitza: Where does it fall short?

Stacey Snyder: You know I think it could - I think it could be a communication effort you know, I think, you know like I was saying you know, when you got you know, ten plus teams that are all contributing to a particular project or a particular relief.

You know the communication effort between each group and all their various aspects that they are responsible for. And, you know making sure that the end result was actually working in the production environment is of quality. Right, it's far more than just the testing effort in making sure that you know, the test case is passed right.

Because if the test case is passed but the requirements weren't even correct, then what was the point? Sur

Stacey Snyder: Sure I mean it's...

(Matt) Holitza: Yes.

Stacey Snyder: I'd say - I'd say at this point maybe traceability and communication.

(Matt) Holitza: Okay.

(Brian) Bryson: That's really interesting that really hit me you know when you were talking about how it's - you know, the biggest problem being is that the quality is short of spread across groups. Because these groups don't all talk to each other, don't all communicate - they don't really care, right. They are doing their own thing.

(Matt) Holitza: And it doesn't matter if its you know, I was giving a talk the other day that it doesn't matter if it's across in India or in Europe or if it's across cube walls. I mean literally.

(Brian) Bryson: Yes.

Stacey Snyder: Everyone has got to be on the same page.

Man: Yes.

Stacey Snyder: You know and for that quality to really - for it to get out that particular feature or new application or whatever it is, for that to actually get out into the hands of the production users and have it be exactly what they wanted. Everyone has to be on the same page from the very beginning to the very end.

And I think that's probably you know...

Man: Yes.

Stacey Snyder: ...you mentioned that percent of the product that fail - right. When you consider the number of people involve the number of teams involved how spread all over the world they are. I mean its very easy to see why that number

of projects fail when you think about the complexities involved from beginning to end.

(Matt) Holitza: Because there are many opportunities still.

Man: Absolutely.

(Brian) Bryson: Yes, it is it's amazing we actually ever did anything right.

Stacey Snyder: Right.

(Brian) Bryson: Especially like you were saying to when they are distributed, when people don't have that face to face communication. I mean, even distributed by time zones right, when you're not even you know, available at the same time. You know, some people are asleep while other people are coding and testing.

I mean communication becomes almost impossible.

(Matt) Holitza: Yes you need some way to go back and see what happened - what they did, what you know, the history of you know, all the activities they performed.

Stacey Snyder:: You know it's amazing to me how much we take for granted sitting in a conference room with a white board and just drawing stuff out. Right, and you'd see a lot of times you know we don't have luxury in the IS world today.

(Brian) Bryson: Yes.

Stacey Snyder: With you know like you said the distributed teams the (units across) the time zone, even if it's across the town.

Man: Yes.

Stacey Snyder: You just don't have that luxury a lot of times of you know, white boarding things out things like that.

(Brian) Bryson: Yes, and the very simple basic communication and it's - you know, no tooling required right? Cost you a $1.50 to buy - to buy a pen, to do that.

Stacey Snyder: Yes, but I mean I'm - think about - think about meeting where you - where you start white boarding things out - right? And how different at the end of that meeting that white board session could be compared to what you kind of started out from.

(Brian) Bryson: Yes.

Stacey Snyder: You k now, how do you do something like that over the phone?

(Matt) Holitza: Yes, it's very hard.

Stacey Snyder: How do you something like that in a Web conference?

(Matt) Holitza: If you - if you're not perfectly articulate in what you say there is - it's very hard to communicate that because you know the picture is worth a thousand right you know it's just so true.

(Brian) Bryson: Well even this - even this call imagine how different it will be if we had to wait for it right now.

(Matt) Holitza: Exactly, you don't pull up that slide and show that slide (there).

(Brian) Bryson: Well I mean, you know, hearing Stacey talk about I'd actually like to see how - I'm not asking you to do this Stacey because I think it would be too hard. But, if we were together in the room I'd actually ask you to diagram out you know, how you- you know what teams you actually have kind of organizational sort of thing.

Stacey Snyder: Right.

(Brian) Bryson: Just to see where we can look at communicating but that's not going to happen over the phone, you know.

(Matt) Holitza: Right.

Stacey Snyder: Right I suppose that, I mean I suppose there is some thoughts where capability is there where you could have some sort of Web conference where you're almost like a paint program where...

(Brian) Bryson: Mm-hm.

Stacey Snyder: ...you know, multiple people could be you k now, documenting something at the same time or seeing somebody else through. But, it's about the only thing I can think of that would alleviate that issue.

(Brian) Bryson: Yes, yes some sort of virtual Microsoft paint or something.

Stacey Snyder: Yes, exactly that's the only thing I can think of.

(Brian) Bryson: Yes.

Stacey Snyder: I mean to replace that, but I mean it's amazing how much - how much that simple thing. And like I said we take it for granted that we all sit in this room and we kind of diagram things up at time right?

(Brian) Bryson: Yes.

Stacey Snyder: Well you can't do that is really when you realize how important it was.

(Brian) Bryson: Huh, that's a very interesting - very interesting comment.

(Matt) Holitza: Hmm, yes I you now, I'm putting my own product filter thing you know, and anything it makes me think you know, product wise anything that we can do in our tools to facilitate that collaboration that sharing of information.

(Brian) Bryson: We're doing some of that you know, I'll just throw it out that we're you know, that we had another product coming out it's going to be really interesting is - it's going to be called Requirements Composer.

Man: Hmm.

(Brian) Bryson: And it's going to be more of a visual requirement tool where you do some of that. You know back of the napkin type stuff and you can share that across people and have them comment on it, and collaborate around it.

And so, you know, but I can see that need for...

Stacey Snyder: Yes.

(Brian) Bryson: Yes, you know, we can even like we were saying there is such a big tie between requirements and testing and that - you know if a tester saw that, it

would be much clearer to them what they needed to test. Then a bunch of - a list of text of use cases - really.

Stacey Snyder: Yes, you know another component for us I think is reusability. You know and this is more specifically from a test perspective but, you know if you're forced to kind of come up with a wheel in your test planning efforts, or come up you know, reinvent the wheel every time. It's really - it's time consuming.

(Matt) Holitza: Well searching through network folders and other tools and you know, just trying to dig and well you know, I call it you know, test documentation mining really.

Stacey Snyder: Yes, exactly.

(Matt) Holitza: Using Internet expert, File Explorer search capabilities to it's maximum.

Stacey Snyder: Well yes, and if you're trying to do a search on a folder that's you know, hundreds of gigs I mean it takes hours for sort of that one document that you're looking to come back.

(Matt) Holitza: Yes.

Stacey Snyder: You know recreation of new documents from you going and start creating a new - a new test plan. You know formula errors and all that kind of stuff - so.

We waste a lot of time on trying to create test plans that in you know, figuring out how to reuse from previous test plans and things like that.

(Brian) Bryson: Right just sort of use - still have a baseline version of one that you can use as a template to roll forward with.

Stacey Snyder: Exactly but then you know as - as applications evolve you need to update that template.

(Brian) Bryson: Right.

Stacey Snyder: Which again is time consuming?

(Brian) Bryson: Yes, absolutely, do you find the same on the reporting side? I mean I don't know if you do or not, don't know if you involved in sort of the quality measurement side. But I mean, do you have that same sort of need on the - or the issues on the reporting side of you know (on these) projects?

Stacey Snyder: Not - not quite as much.

(Brian) Bryson: Okay.

Stacey Snyder: We, you know we at Corporate Express we kind of have the traditional report that our management team likes to see.

(Brian) Bryson: Mm-hm.

Stacey Snyder: So it's really just a matter of combining you know, getting the data for that particular project or that particular lease in terms of you know, a number of test cases or number of defects or things like that.

But that's a little bit easier for us, and thankfully most of our you know, senior management team is on the same page of what they want to see.

(Brian) Bryson: Mm-hm.

Stacey Snyder: If they weren't I think it would be a lot more - a lot more cumbersome.

(Matt) Holitza: How hard is it to gather that information?

Stacey Snyder: Time consuming.

(Matt) Holitza: Yes.

Stacey Snyder: You know and a lot of times you know, like we have this - we have this dual screen monitor on the - right on the outside of our CIO's wall. And it's kind of their touch - their touch screen monitors.

And we have various reports that we bring up on those machines so that you know the senior management team can kind of go over and see some current status.

But the problem is that those things have to be manually generated everyday. So I have to go out and I have to go out and look at our test plans and kind of roll up all the numbers into another test plan. And then grab all that data and point it out some where to generate fast and then copy images of those graphs to actually put them out unto a Web server.

Just so you know we can get some sort of view about where we're at. So I mean it's very cumbersome to get the data and then migrate that data to a view that people want to look at in. If that makes any sense.

(Brian) Bryson: No it totally makes sense, that's one of the you know one of the things that we seen - that I certainly seen you know talking to different customers and going to different shop is.

Even within a different shop everybody has got different reporting - call it reporting needs or different ways they want to see the data. I mean...

Man:: Yes.

(Brian) Bryson: You know testers want to see you know very raw number of test cases passed and failed and what's blocked and test managers they sort of move up the scale more of a global view of you know you know, how many new tests are being created and what's our path of rates, and you know, how we are progressing.

Even just different roles have different needs for the data. And I don't think I've been in one spot where one tool has been able to crank out you know all the reports for all the different people and do exactly what you're saying you know, you're exporting this to Excel and you're graft there that you know the guy in operations wants to get a view of I think whatever - you know whatever information he wants and hosting on some

Web server and then emailing it to some other guy or you know, doing an extract for some other guy and so they can do some stuff with it.

Stacey Snyder: Yes, and you know what I think it's even - it's even there is one step beyond all the creating the reports to show what it means. But then there is the how do you display that?

(Matt) Holitza: Mm-hm.

Stacey Snyder: Right, and where do you display it to and how easily accessible is it - right. So for me reporting is really two different things it's what do you want to report on and then secondly how do you report - or how do you display it?

(Matt) Holitza : Yes - right.

Stacey Snyder: So do you email it out? Is it accessible on a Website? Do you have to go out to a network folder and find and find it you know, so...

(Brian) Bryson: You have PDF document.

Stacey Snyder: It's very cumbersome for people across an organization to actually see the metrics that are even being reported upon.

(Matt) Holitza: Well yes and the big thing is like you know, you send it to an executive for example in a PDF and they can't drill down because they are going to want to see what's the root cause of this, what's holding this (release) up?

And they can't drill down into it.

Stacey Snyder: Well yes, and they can't drill down...

(Matt) Holitza: The only way for them to drill down into it, to try and have self service right?

Stacey Snyder: Well sure and when was that PDF created, right? If the (style) gets around to that email at midnight and the PDF was created at 10am, then they are looking at the you know, the metrics as of 10am right?

Man: Right.

Stacey Snyder: It's got to be something where they can go out and see it at that exact moment.

(Matt) Holitza: Yes, yes, and even if they did do that at 10am maybe they've already resolved that problem and it's a new issue now.

Stacey Snyder: Yes, exactly. Those for us here at Corporate Express, those are a lot of the issues that we run into.

(Brian) Bryson: Huh, interesting stuff.

(Matt) Holitza: So Stacey how do you - how do you know when you're done - when you're ready to willing to say yes is a better way to say it. What's your criterion?

Stacey Snyder: You know typically our criterion is 100% of all test cases completed, but a lot of times that's just not reality. A lot of times - a lot of times it comes down to you know, gut feel of the tester, or gut feel of the testing team you know with their manager.

(Matt) Holitza: The figure skating thing right?

Stacey Snyder: Yes I mean it's - it's hard to really kind of you know, put an exact answer on to that. I mean it can vary but, that's one of the things that we always struggle with and the fact that our last test case always seem to fail.

And then the question is why you are just testing this now right, well ultimately half the test, I mean if you're objective is to test all your test cases, you got to test them all at some point. So a test case has to be run last.

Man: Mm-hm.

Stacey Snyder: All right, just for us it always seems that that last one failed.

(Brian) Bryson: Okay, it's always one last thing right.

Stacey Snyder: Yes so, I mean we have certain; we have certain parts of our testing that absolutely a lot of that has to be at 100%. You know we might have other projects where you - they might have to you know, more defined priorities in terms of what they need to run you know, the completion of all priority one test cases or priority one and two, and you know, priority three aren't as critical.

(Matt) Holitza: (But on these) defects - or.

Stacey Snyder: Yes things like that.

I mean when it comes down to it I think our senior management team wants to see all test cases pass and no defects. And if any - if there are any open test cases that haven't been tested and if there are any defects they want to have an understanding about what those are and what they can potentially impact.

(Matt) Holitza: And what the workarounds are.

Stacey Snyder: Right.

(Brian) Bryson: And when the (prod case) is going in to fix it.

(Matt) Holitza: Mm-hm.

(Brian) Bryson: Even if it has to be a day or two after - after the code drop.

Stacey Snyder: And that's a really difficult question I - we can't be the only ones that can of struggle with how you know when you're done.

(Matt) Holitza: Right.

Stacey Snyder: Because in order to even know when you're done you have to know that what you've defined the test is even correct.

(Brian) Bryson: Yes, that was the first thing that jumped to my mind when you said that you know, that all our test cases are running, I'm like well how do you know you're running the right test case.

Stacey Snyder: Exactly.

(Matt) Holitza: How do you know the test case you ran two weeks ago is still valid after you've had three builds or ten builds?

Stacey Snyder: Yes, we run into that quite a bit.

(Brian) Bryson: Yes, and the (when,) but I would imagine, I've been in places okay it's you know, release date is tomorrow not all the test cases are run, and so the list of test cases tends to shrink at the last minute.

Stacey Snyder: Oh yes.

(Matt) Holitza: You know to me that's good you know, admitting that or anything.

Stacey Snyder: You know it's funny - it's funny that you bring that up because I - I personally create a graph where I - each day a track the number of test stations that have been defined for the entire - for the entire release.

(Matt) Holitza: Mm-hm.

Stacey Snyder: Total number of test cases passed, and total number of test cases failed.

(Matt) Holitza: Sure.

Stacey Snyder: You know so ultimately I want to see the number of test cases pass and the numbers of test cases defined come to a point. And a lot of times what I'll actually see is I'll see the number of cases - the number of total test cases actually comes down at the same time that I have a very big jump in the number of test cases packed. And I get this kind of little kiss that comes together.

And it's really actually a funny graph, to see to see this top line come down, and this middle line kind of take this huge step up.

(Matt) Holitza: Yes.

Stacey Snyder: To a point. Sometimes they don't even make a point. Yes - no, we are guilty of exactly what you're saying.

(Matt) Holitza: Right and I think everybody is.

Stacey Snyder: He is (going in and) you know, redefining scope.

(Matt) Holitza: Yes, well I guess that is it is really scope management, and I guess if you have a handle on what's - what's priority one, what's priority two you can do that to an extinct, you know as long as you're aware of the risk of it, I guess that's

the key thing you not just indiscriminately counting test cases though we haven't done these 40 so lets' just cut there without looking at the content.

Stacey Snyder: Yes either that or just you know particular customer doesn't want to be the squeaky wheel, so they just go in and kind of you know, pull themselves off the radar sort of.

Man: Yes.

Stacey Snyder: Even though you know if you doing proper metric you - they are not, but you know, you can easily go in and find out who do that.

(Matt) Holitza: Right, and I got to just set through and say I'll pass through everything and just mark - X them off on the spreadsheet and say yes, everything passed.

Stacey Snyder: Yes, well that would be a safer way probably if you go in and start removing test cases that are even...

(Matt) Holitza: Oh yes.

Stacey Snyder: ...part of your plan.

(Brian) Bryson: Put them off or reprioritize P1's become P2's.

(Matt) Holitza: Yes.

Stacey Snyder: Exactly.

(Brian) Bryson: P2's become P3's - yes.

Stacey Snyder: Yes, so you know, some sort of you know metrics, the metric reporting that you know could you know, look at historical views could - could you know, pinpoint that kind of thing.

(Matt) Holitza: Yes it's kind of the - the Henry Ford thing that quality is doing the right thing when no one is looking - right?

Stacey Snyder: Yes.

(Matt) Holitza: But being able to look at - being able to look at them while - we're not looking right.

Stacey Snyder: Right.

(Matt) Holitza: At least historically.

Stacey Snyder: Yes and its I guess it really depends on how invested your metric reporting is, that you - if you can even catch those types of things.

(Brian) Bryson: Yes, there is almost a metric maturity model, right?

Stacey Snyder: Yes.

(Brian) Bryson: Where you know everybody starts with a basic one of you know what's passing and what's failing, but you know as you get a little more mature you start looking at trending what's passing and failing over time and what you're doing you know.

What's actually being run, what's actually being eliminated along the way that's - that's actually going to be fairly sophisticated reporting I would be

surprised if I don't know I don't think half of the people out there would be at that level.

Stacey Snyder: Yes, or which specific test cases fail most frequently.

(Brian) Bryson: Yes, right.

Stacey Snyder: That would be something that I would certainly be interested in - in knowing, but you know in today's world that would be really difficult because we don't have that traceability between our test cases and our defect.

(Matt) Holitza: And it's hard to date a warehouse you know it's not like using spreadsheets as you know, data warehouse spreadsheets right?

Stacey Snyder: Right.

(Matt) Holitza: Without just taking them off you know, bunch of versions of spreadsheets.

Stacey Snyder: Exactly.

(Matt) Holitza: So.

Stacey Snyder: Yes, we're very, very spreadsheet oriented here. You know, no matter what data we get or from whichever system we always seem to be pushing it into a spreadsheet - and.

(Matt) Holitza: Yes.

Stacey Snyder: And figuring out someway to report on that data in that Excel Workbook.

(Brian) Bryson: Yes I don't think you're alone on that.

Stacey Snyder: I'm sure.

(Brian) Bryson: I don't think that's a unique thing, but it's not as a lot of criticism either, I mean the spread sheets are a really powerful way of getting that information when you need it but it does going to the original - the original, original questions (Matt) that's one of the areas where the tools are falling short obviously right?

(Matt) Holitza: Right.

Stacey Snyder: It's always pumping data out to spreadsheets or having to do all this mangling to put it on the Web server or PDF for whatever.

(Matt) Holitza: No (tool) coming forth (that couldn't) solve that same problem.

(Brian) Bryson: To do that for you exactly yes.

Stacey Snyder: I still to this day say that Microsoft Excel is one of the most powerful tools that we've that's every been introduced.

(Brian) Bryson: Yes.

Stacey Snyder: But it's very risky.

Right, and the reason that its risk is because a lot of times when you have those - those really completed self spread sheets they are very formula based or macro based.

(Brian) Bryson: Yes.

Stacey Snyder: And they can break very easily, and if they do break and you've got you know a lot of - a lot of data that's all rolling up, you get one error in there and it will either results of your entire - entire test points.

(Brian) Bryson: Yes.

Stacey Snyder: It's very, very risky. Or, if you - you try - if you go in and you turn on sharing in Microsoft Excel, have a really bad situation where you know lots of people have lost a lot of work by trying to do that.

(Brian) Bryson: Oh well I've never even actually done that.

Stacey Snyder: Yes, I wouldn't recommend it. Unless each for individual person is working with their own - their own tab or their own workbook within the document it's very, very risky.

(Brian) Bryson: I never even - I didn't even know I didn't even know that was a feature of it.

Stacey Snyder: You can just turn on sharing so that multiple people can access the same document.

(Brian) Bryson: Okay, so I've done it I guess I've done the similar thing in word with the tract changes. Never done that in Excel.

Stacey Snyder: Yes.

(Brian) Bryson: It did - it did bring up a - I do remember a situation that I had when I was running a test team where we had a bunch of Excel spreadsheets full of

macros and you know, what happens is someone builds these spreadsheets and you know, they get very complicated and they make perfect sense to that person who tries to make it simple enough for everybody to use it.

But you know, if that's the case and which it was for us you know errors were happening in these spreadsheets and we had no idea. I mean it's one thing if we get that number sign ref that tells you've got a formula error or something like that (sounds dreadful).

But, the it's a whole other thing when you're just generating the wrong number. You k now a number appears but it's incorrect you know because some formula is not working or not referenced. And you know you're absolutely right that's a really risky proposition. And the more complicated things get.

Stacey Snyder: Well you then you know, maybe you have a person who - who wrote all those macros who then left the company.

(Brian) Bryson Sure.

Stacey Snyder: And now you're stuck with these workbooks and when they fail you're struggling to try to get them to work.

(Brian) Bryson: Yes.

Stacey Snyder: It's something that you've become completely dependent upon.

(Brian) Bryson: That's right.

Stacey Snyder: And there is no drill down.

(Brian) Bryson: Yes.

Stacey Snyder: There is no - there is no drill bound in Excel, I mean it's pure. I mean you can create some nice looking reports and graphs and things like that. But, you can't drill down.

(Brian) Bryson: Yes, you're right you get what you see is what you get right.

Stacey Snyder: That's right.

(Brian) Bryson: Huh.

Stacey Snyder: You know overall I think you know, getting back to the original thing about quality management. And agree with you it's so much more than just testing its - its every effort within the entire organization to make sure that that end result is of quality.

(Brian) Bryson: Right.

Stacey Snyder: And I think it spans every single team within - within your IS Department potentially and even - even into your business to make sure that that happens.

Stacey Snyder: And it's no easy task.

(Brian) Bryson: You know you're absolutely right, funny how we sort of end where we've started right.

(Matt) Holitza: Exactly yes.

(Brian) Bryson: And I was just going to say just looking at the clock here we're down to our last few minutes so we'll wrap it up. And thank you Stacey for being the brave one and joining in.

Stacey Snyder: Yes sure.

(Brian) Bryson: A few of those questions came in earlier but very well done.

(Matt) Holitza: Well actually had you know, we had five or - five or seven questions and I think we've covered them all.

(Brian) Bryson: Oh good.

(Matt) Holitza: In our discussion so it was great, really good discussion.

(Brian) Bryson: Well I appreciate Stacey taking the time to (say that and) to come forward and speak up.

Stacey Snyder: Any time.

(Brian) Bryson: It's spectacular I'll head over to Corporate Express to buy my staples from now on.

Stacey Snyder: Well in a couple of weeks you can actually we will actually probably be Staples.

(Brian) Bryson: I was just going to say I did a little (Freudian slip) there but I guess you run Staples now.

Stacey Snyder: We probably will be or, I think within the next few weeks it'll probably all go through.

(Brian) Bryson: Wow.

Stacey Snyder: Now no one else will think we're an airline.

(Brian) Bryson: Exactly, or a delivery service.

Stacey Snyder: Right.

(Brian) Bryson: Oh that's great. Well I guess we'll wrap up then with - I guess the last thing I want to make sure - make sure everyone - you know we do have a product out there in Beta.

And much like this call kind of designed you know to sort of capture ideas about you know what we can do to improve our products that's what beta is all about as well.

So the National Quality Management Beta is out there, and the product is by no means complete at this stage, but it is working and in a state where you can have a look at and see where we're going and then provide us some direction on how we can improve it.

You know certainly Stacey will be taking your comments into consideration on the reporting side and on the collaboration communication side as well.

Stacey Snyder: Yes.

(Brian) Bryson: To see if we can address that there. So you know I'll sign off with that (Matt) if you want - anything else you want to add in before we...

(Matt) Holitza: I don't think so I mean we got it, I think it was a great call thank you for everybody joining today and we appreciate you taking time out of your day to spend time with us.

(Brian) Bryson: Excellent, and I guess with that we'll call it a day.

Angelique Matheny: Well thank you very much (Brian) and (Matt). I know that you can go on for hours and hours so appreciate you watching the clock, it's was a very valuable session so thanks for taking the time.

Before closing I'd like to mention our other Podcast that were originally the teleconferences with the other IBM technical (experts) you might find helpful at www.IBM.com/software/rationale/talk, check it out today.

If you'd like to listen this conference again or share it with your colleagues this will be made available for replay in MP3 format in the next few days, probably next week on the Rationale Talks to you site. Again that's www.IBM.com/rationale/talk.

I'd like to thank our guest (Brian) Bryson and (Matt) Holitza for being with us today to talk about Quality in Action, What Does Quality Look Like In Your Environment.

We would also like to thank our audience for your interest in IBM, we hope to see you back for another one of our events in the near future, thank you very much, talk to you soon.

Operator: This concludes today's conference call you may now disconnect.

END